

30 APR 1968

MEMORANDUM FOR: Assistant Deputy Director for Support

SUBJECT : Midcareer Executive Development Course

REFERENCES : a. Memo for DD/S, frm Ex. Dir.-Compt.,
dtd 27 Jan 68, same subject
b. Memo for DTR frm DD/S, dtd 31 Jan 68,
same subject
c. Memo for Ex. Dir.-Compt., (thru DD/S),
dtd 5 Feb 68, same subject
d. Memo for DTR, frm ADD/S, dtd 1 Mar 68,
same subject
e. Memo for ADD/S frm DTR, dtd 7 Mar 68,
same subject

1. This memorandum is for the information of the Assistant Deputy Director for Support.

2. Pertinent to questions raised in referent memoranda by the Executive Director-Comptroller and both the Deputy Director and Assistant Deputy Director for Support, the Senior Training Officers of the four Directorates and the O/DCI were requested in memoranda dated 20 March 1968 to assess the Midcareer Executive Development Course (MEDC) in terms of selectivity, frequency, content and duration.

3. I have received the assessments of the O/DCI, DD/S and DD/P, and am expecting that of the DD/S&T momentarily. You should know, however, that the DD/I has incorporated such assessment in a broader study he is conducting of his Offices. He is working, with one Office survey remaining, toward completion of his study on 3 May 1968.

4. When I have the DD/S&T and DD/I assessments, I shall summarize and analyze all of the critiques in a memorandum which I should be forwarding to you early next week.


John Richardson

Director of Training

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RBW/DBP

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DD/S 68-1828

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MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support

SUBJECT : Report of Study Group on Recruitment

1. Attached is a summary of the report of the Study Group on Recruitment which was constituted as the result of the Director's inquiry as to whether there may be more effective means of recruiting than going on campuses where we have been subject to some harassment. This special study group was composed of selected recruiters from the Office of Personnel and other Agency officials who from time to time have been engaged in recruiting efforts. The full report of the study group, dated 9 February 1968, was prepared by the Chief of the Recruitment Division.

2. This summary is for your information. I will call a meeting in the near future to discuss recruitment along with the Professional Manpower Report and other related subjects.

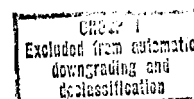
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L. K. White

Executive Director-Comptroller

Att.

cc: Director of Personnel
Director of Training

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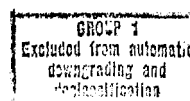


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SUMMARY OF REPORT OF STUDY GROUP ON RECRUITMENT

1. This report summarizes the recommendations of a special study group which the Deputy Director for Support charged with examining present recruiting techniques to determine whether there may be more effective means of obtaining the high quality of personnel needed by the Agency.
2. The group considered the general question of whether or not the Agency should continue to recruit on campuses. The unanimous recommendation was for the continuation of campus recruiting and, conditions permitting, the early return of recruiters to "outlawed" campuses inasmuch as the college and university campus constitute our major source of highly qualified professional input.
3. No drastic changes in the Agency's present recruiting methods were recommended. However, it was recommended that efforts be made to reduce the number of institutions visited by recruiters to those which have proved to be most productive. Other methods could be utilized for maintaining contact with those institutions which were no longer visited regularly by the recruiters.
4. In addition to concentrating on those recruitment sources which have proved productive, the group recommended that more attention be devoted to the pre-screening of applicants to weed out unlikely material. Among the techniques suggested were:
 - a. Advertising and defining more clearly with the institutions' placement officials the qualifications the Agency is seeking in applicants;
 - b. Encouraging Agency operating officials to refer to recruiters the names of outstanding graduate students who come to their attention through working-level interchange with college and university key faculty and departmental contacts;
 - c. Seriously considering the use of the Federal Service Entrance Examination (FSEE), which is administered by the Civil Service Commission at over 600 locations throughout the United States nine times a year. The FSEE measures only

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- 2 -

intellectual capabilities but perhaps this would suffice for an initial screening device for Agency consideration. (Revisions in the Agency's testing procedures and types of tests for professional applicants are the subject of a special study by the Deputy Director for Support.)

5. In addition to recruiting at colleges and universities, the study group recommended utilizing the following recruitment sources:

- a. Major military bases discharging young officers and selected enlisted men who meet our selection criteria;
- b. Selective Service files for qualified personnel who have already left the military services;
- c. Civil Service Commission Regional College Relations representatives who can provide leads to individuals who have passed the Federal Service Entrance Examination (FSEE) and possibly those who have passed the Management Intern Examination;
- d. Professional society conventions.

6. Because of the important influence the Agency's image has on the entire recruitment program, the group recommended that a panel of senior officials be appointed to look into courses of action which might be adopted to improve CIA's image.

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FILE

Training 6

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[redacted]
Special Assistant to the DD/S
7D02

[redacted] 18 March 1968

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Director of Personnel
5E13 Hqs.

The problem of entering Messrs. [redacted] in the next running of the Midcareer Executive Development Course was discussed with the Assistant Deputy Director for Support on 15 March 1968.

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As you may know, Colonel White has questioned whether or not nominees for this course are meeting the criteria contained in published notices which establish the course. The Director of Training, as a result of ~~the~~ query, is making a survey of the various Directorates to determine if the criteria should be subject to recommendations for change. Pending possible future decision to relax the criteria, it is felt that Support Services' candidates should meet the established requirements--i.e., be within the 35 to 45 year age bracket and possess clear potential for development to at least grade GS-15.

We are attaching extracts from the IG Survey of the Career Trainee Program dated April 1967, as also an extract from a memo from the Director of Personnel addressed to the DD/S commenting on Recommendation No. 3 of that survey. We believe that the nominations of the Midcareer Course were to be on a selective basis.

(S)

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Distribution:

Orig - Adse w/O of Atts

1 - App/Sec for Release 2003/05/05 : CIA-RDP84-00780R003700160012-4

1 - DD/S Chrono

SA-DD/S:RBW:dlk (18 Mar 68)

Since high morale is important to their recruitment approach, we discuss below some ideas for broadening the recruiters' scope and for keeping them current with Headquarters developments. We also find there is a need to keep recruiters up to date on personnel procedures and the mechanics of paper handling, so that they will be aware of the time element and other factors affecting applicant processing.

Through the years the recruiter's only regular contact with Headquarters has been at the annual recruiters' conference which is devoted mainly to repetitious discussions of personnel requirements. There have been occasional training courses attended by recruiters, and in 1963 there was an effort to expose recruiters to Headquarters training. Seven recruiters who are still in the field took Intelligence Orientation, a course designed to introduce new employees to the Agency and hardly appropriate for employees who at that time had been on duty for over ten years. A more appropriate course today would be Intelligence Review. Other courses taken by recruiters have tended to be localized in the support area in courses such as personnel management.

We believe that the best approach to familiarizing field recruiters with Agency intelligence activity is to give them periodic Headquarters training. Several weeks of work experience, similar to the program initiated by the Office of Personnel in the summer of 1966 when three field recruiters were brought to Headquarters to observe personnel operations, will provide the necessary updating on administrative procedures.

We also believe that selected recruiters would benefit from participation in the Mid-Career Executive Development Program.

It is recommended that:

No. 3

The Deputy Director for Support instruct the Director of Personnel to:

- a. Periodically bring field recruiters to Headquarters to expose them to meaningful training and work experience.
- b. Consider recruiters for selection to the Mid-Career Executive Development Program.

Recommendation No. 3

- a. The Headquarters work assignments given three (3) recruiters in 1963 and three (3) others in 1966 are being followed up with five (5) recruiters being assigned to work details in the Skills Bank during the period 29 May - 4 August; as to formal Headquarters training, two (2) new recruiters are scheduled for the three-weeks Intelligence Techniques course starting 24 July

-2-

and we have agreed wholeheartedly to schedule all professional recruiters for the two-weeks Intelligence Review course over the next two or three years, hoping to enroll the first increment of ten (10) recruiters in the May 1968 running of the course. Summer is the only period during which we can really spare recruiters for training and, unfortunately, the OTR curriculum is relatively light during these months.

b. We have enrolled the Deputy Chief of Recruitment in the next running of the six-weeks Mid-Career Executive Development Program, but we do not view this Program as being appropriate for most of our recruiters, and, therefore, would want to proceed selectively in terms of the younger recruiters who may one day be reassigned to a Headquarters element.

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DTR-0368

12 March 1968

DD/S 68-1296

MEMORANDUM FOR: Assistant Deputy Director for Support

SUBJECT : Midcareer Executive Development Course

REFERENCE : Memo fr DTR fr ADD/S, dtd 1 Mar 68, same Subject

Jack:

Reference your memorandum on Midcareer Executive Development Course (DD/S 68-1043), dated 1 March 1968, I agree that we need to make additional contact with each Directorate for its views on the Midcareer Course and on the frequency of presentation. I agree also that we must reconsider whether this is a Midcareer Orientation or a Midcareer Development Course forming an integral part of a Midcareer Program. We have raised some questions of this nature in the Committee on Professional Manpower Report which we submitted to Colonel White on 7 March. I will undertake to have the questions you suggest followed up with the Directorates and will provide a more complete answer when the necessary information is obtained.

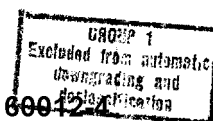
We will simplify and streamline the next memorandum.

[Redacted Signature]

John Richardson
Director of Training

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Mr. Boffy

Jack:

I believe your memo to
D/TR is well taken -

Please note: Col. W. is
under the impression that the
comer is run 3x a day you -
or else he is pointing out
our failure to secure his approval
to change from 3x to 4x
as noted in attached 20 Jul 66
memo from D/TR. I have not
been able to locate any approval
of this change beyond this memo.

see DD/S 66-3804 - Memo

Dick W

19 February 1968

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NOTE FOR: Mr. Bannerman via Mr. Coffey, Mr. [REDACTED]

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I believe that you will find Mr. Richardson's memo somewhat of a paradox -- he leads us down the garden path towards reducing the number of courses and then suddenly cries halt and recommends no change in the present scheduling of the Midcareer Executive Development Course.

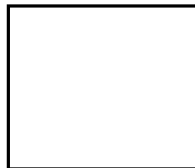
There also seems to be some shift in emphasis -- at least in his mind -- from the original criteria established when the course was first set up. Originally the Midcareer Program was to embrace selected employees in grade GS-13, who have demonstrated potential to be promoted eventually to GS-15 or higher, in the 35-45 years of age bracket. The exception would be the selection of personnel in grades other than GS-13. It was also [REDACTED] envisaged that there would be a sizable number of grade GS-13 personnel who would not meet the eligibility criteria, and it was clearly stated that these individuals should not be precluded from further job-related training or promotions. In other words, this course, and the Midcareer Program, were designed to broaden those employees who were considered to have the potential to assume executive and managerial positions. Mr. Richardson seems to take a much more relaxed view of the program, suggesting that criteria has shifted to include those officers who "particularly need restimulation and remotivation." He also pointed out that the DD/P has sought to avoid "any suggestion of elitism and because it regards the course as excellent training for any of its midcareer officers." It is also noted that the DD/P has not attempted systematically to develop career plans for its nominees -- a basic requirement established in the original concept. I suggest that Mr. Richardson regards this course now as a general training course, not as a selective program.

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It seems to me that we lack necessary information on which to respond to Colonel White's suggestion as to cutting back the number of courses. We certainly ought to request the thoughts of the other Deputy Directors before making any such recommendation.

In looking over the statistics on the last three classes, most of the candidates would seem to meet the basic criteria. There are, however, a few GS-13's, several over age 45 and one case of GS-15. On the assumption that you may wish to hoist this paper up to Colonel White in order that you may discuss it with him, I recommend your initials.



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DD/S 68-1043

MEMORANDUM FOR: Director of Training

SUBJECT : Midcareer Executive Development Course

h/w: John -

1. It is requested that you amend the attached papers to simplify the presentation and to streamline data so as to be directly responsive to Colonel White's memorandum.

2. [] paper appears to stem from an erroneous view-point, namely that of reducing the Midcareer Executive Development Course budget. Your memorandum indicates to me that you believe the criteria should be changed and that as redefined (presumably as a Midcareer Reorientation Course vice Midcareer Executive Development Course) it should be offered four times a year. It would appear appropriate to contact each Directorate for their views on the Midcareer Course, continued value as such, and the frequency of presentation. It would also be interesting to know if the Directorates believe that it should be adjusted in the direction of midcareer reorientation and, if so, at what frequency it should be offered. It might be that there should be two courses -- a Midcareer Development Course, with the original criteria offered once or twice a year, and a Midcareer Reorientation Course, with relaxed criteria (primarily elimination of the "headed for higher management" element) offered twice per year.

3. I would be happy to discuss this with you at your convenience.

[]

John W. Coffey
Assistant Deputy Director
for Support

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Att

Memo dtd 5 Feb 68 for Ex. Dir.-Compt., thru
DD/S, fr DTR, same subj; w/Atts A & B

ADD/S:JWC/ms (1 Mar 68)

Distribution:

Orig & 1 - Adse. w/O&I of Att (DD/S 68-0612)

1 - DD/S Chrono

1 - DD/S Subject, w/cy Att

DTR-01-15

DD/S 68.06/2

5 February 1968

MEMORANDUM FOR: Executive Director-Comptroller

THROUGH : Deputy Director for Support

SUBJECT : Midcareer Executive Development Course

REFERENCES : a. Memo for DD/S, from Ex. Dir.-Compt., dtd 27 Jan 68, same subject
b. Memo for DTR from DD/S, dtd 31 Jan 68, same subject

1. This memorandum is for your information only.

2. In response to referent memoranda, I transmit a memorandum for Chief, Plans and Management from Chief, Midcareer Executive Development Course, dated 21 November 1967, Subject: Suggested Action for Reducing Midcareer Executive Development Course Budget (Att A) and data from our Chief, Support School, on Midcareer Executive Development Courses Numbers 13, 14, and 15 (Att B). Attachment A recommends reduction of our present 4 runnings of the Course to 3 runnings annually and increasing the number of students in the 3 runnings from 32 to 34. Fiscal and other reasons for this reduction are provided in paragraphs 2 and 4 of Attachment A. This recommendation is concurred in by Chief, Support School, OTR.

3. OTR increased the number of runnings of the Midcareer Executive Development Course from 3 to 4 beginning 23 January 1967. This increase was carried out because the Clandestine Services requested that we accommodate as many more CS officers as possible in the Midcareer Executive Development Course. As a result of this request, OTR, in agreement with the other Directorates, increased CS representation in each running of the course from 9 to 14 and provided a 4th running of the course annually. DDS welcomed this move because of its own interest in increasing DDS participation in the course, especially for the Office of Communications and the Office of Security.

4. Despite the reasons advanced by OTR's Chief of the Midcareer Executive Development Course in Attachment A, I recommend that we continue 4 runnings of the course annually. The Midcareer Executive Development Course is widely recognized in the Agency as one of the best training experiences available to our officers. Participation in the course is eagerly sought after by officers of all Directorates. Midcareer is a time when many officers particularly need re-stimulation and re-motivation, and we know from experience that this course meets such requirements extremely well.

5. It will be recalled that the Inspector General's recent report on OTR recommended that the Training Selection Board cease to pass on nominations made for participation in the Midcareer Executive Development Course. I believe this recommendation was based, at least partly, on the IG's finding that the quality of these nominations has been very good generally. As Chairman of the Training Selection Board, I can report that members of the Board have considered the quality of nominations to have been excellent almost from the inception of the Midcareer Executive Development Course in late 1963. None of us is conscious of a significant deterioration in the quality of nominations.

6. My impression is that DDI, DDS&T, and DDS have been quite selective in their nominations and have prepared thoughtful 5-year career plans on the officers nominated. I believe that DDP has been somewhat more inclusive than the other Directorates in its wish to avoid any suggestion of elitism and because it regards the course as excellent training for any of its midcareer officers. To the best of my knowledge, DDP has not attempted systematically to develop career plans for its nominees.

7. My personal recommendation is that we continue 4 runnings annually. If reduction is decided upon, we should not run this course less than 3 times a year. It is possible that we should change the age range from 35-45 to 35-42 in order to insure more selectivity in terms of quality and future leadership, but a change of this kind would eliminate many officers who could profit from the course.

/s/
John Richardson
John Richardson
Director of Training

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21 November 1967

MEMORANDUM FOR: Chief, Plans and Policy Staff

THROUGH : Chief, Support School

FROM : Chief, Midcareer Executive Development Course

SUBJECT : Suggested Action for Reducing MEDC Budget

1. I recommend the most economical and expeditious means of reducing the Midcareer Executive Development Course budget is to:

(a) Reduce the number of scheduled courses per year from four to three.

(b) Increase the number of students in the three courses from thirty-two to thirty-four.

2. A rough estimate of the savings involved in decreasing the number of courses by one eliminates the following costs:

Airplane Costs

Field trip - 10 hours of flight @ \$300.00 per hour \$ 3,000.00

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<div data-bbox="630 1518 706 1558" style="border: 1px solid black; width: 47px; height: 19px; margin: 0 auto;"></div>	2,000.00
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Other Costs

Per diem for class and staff during field trip \$ 2,600.00

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17 days residence at @ \$3.00 per day \$ 1,632.00

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2 days reimbursement for non-residence at over weekend (actually paid out) \$ 192.00

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Taxi and mileage reimbursement for drivers to [] and trips to and from airport (figuring 11 drivers to [] among 32 students)	\$ 600.00
Fees paid to non-governmental speakers (based on Course No. 14)	\$ 950.00
Fee paid [] for Grid materials 32 students @ \$75.00	<u>\$ 2,400.00</u>
	\$13,374.00

3. Using these figures, a saving of \$20,000.00 a year could be made by eliminating the field trip for all Midcareer Courses. This action I would not recommend. The trip is now an integral part of the course and gives it character and substance not otherwise available. Eliminating the trip would degrade the course to a pedestrian level. I feel very strongly on this point.

4. An advantage of reducing the number of courses from four to three would be to enhance or at least maintain the elite nature of Mid-career. Grinding out four classes a year reduces the exclusiveness of the course, puts an added burden on our overworked Agency executive speakers and puts a real burden on the MEDC staff to properly assess a previous course in order to make advantageous changes in the upcoming one. By adding two extra students to each of the three remaining classes per year, the total number of students taking the Midcareer Course would be twenty-six less than the number scheduled on a four a year basis. I really believe we can accomplish more and save substantially the same amount of money without denigrating the MEDC by running three times a year. At the same time we force a more discriminating selection of students which cannot but enhance the reputation of the course.

5. I will be glad to enlarge upon, or elucidate, any of the above ideas.



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Next 6 Page(s) In Document Exempt

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DD/S 68-0461

31 JAN 1968

MEMORANDUM FOR: Director of Training

SUBJECT : Midcareer Executive Development Course

1. I am attaching hereto a copy of a memorandum from the Executive Director-Comptroller on the above subject, dated 27 January 1968.
2. I would appreciate your preparing the requested data for discussion with Colonel White; I should think that a review of the last three courses would be sufficient. I would also like to have any comments which you would care to make on the substantive question raised by the memorandum.
3. If convenient, please let me have your response by 9 February 1968.

SIGNED R. L. Bannerman

R. L. Bannerman
Deputy Director
for Support

Att: Memo dtd 27 Jan 68 to DD/S
fr Exec. Dir. -Comp., Midcareer
Executive Development Course

Distribution:

- Orig & 1 - Adse w/cy of Att (DD/S 68-0437)
- 1 - DD/S Subject w/O of Att
- 1 - DD/S Chrono

SA-DD/S:RBW:dlk (30 Jan 68)

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